**WORKFORCE PLANNING AND DEVELOPMENT**
ANALYTIC TOOLS

# IDENTIFYING CRITICAL ROLES



Navigating Pathways to Workforce Excellence

WE HIRE VETERANS

workforce development

# INSTRUCTIONAL GUIDE
*UPDATED: JUNE 2022*

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# 1.0 Workforce Planning Background

In 2017, the Virginia General Assembly created a legislative mandate [(§ 2.2-1209. Agency director human resource training and agency succession planning)](#) which requires the director of each agency in the executive branch of state government include in the agency's annual strategic plan its key workforce planning issues. DHRM's charge is to establish guidelines for the content of such workforce and succession plans.

Since then, DHRM has provided various tools and an Excel based Workforce Planning and Development report template to guide agencies on what workforce planning information to evaluate and include.

In 2022, DHRM has focused on realigning the strategy to workforce planning that incorporates a more holistic approach and focuses on the areas of continuity of operations, recruitment, retention/engagement, and workforce development. DHRM is developing tools and templates using a modular design approach, which enables DHRM to build a suite of integrated and customizable workforce planning tools for agencies.

# 2.0 Identifying Critical Roles Tool

As part of the modular design approach, DHRM has created an Identifying Critical Roles Tool, which assists agencies with building a custom assessment, collecting data on specific positions, and summarizing assessment findings.

The tool is designed to be flexible to meet agency's needs, in both how positions are assessed and how data is collected. Agencies can choose specific questions in the areas of vacancy risk, recruitment, knowledge management, learning and development, operational impact, impact to strategic objectives, impact from the environment, position specific questions, and any additional questions.

Agencies can also choose if the assessment is to be completed by others or by the individual using the tool. If completed by others, the tool is able to serve as a tracker for those distributed and returned.

Though it is based in Microsoft Excel, it is not designed as a traditional workbook or worksheet. The tool is organized by grouping key information on various tabs, indicated at the bottom of the tool, which builds upon previous tabs.

- **Home** - The Home tab is a central place for users to navigate to the different tabs, track their progress of each step, and to see what version of the tool is being used.

- **Getting Started** – The Getting Started tab reviews important features, setup, and instructions for using this tool to its full potential. ***It is highly encouraged for users to review this tab.***

- **Build Assessment** – The Build Assessment Tab provides a list of questions to be include in a custom critical roles assessment for varying areas of criticality and the assessment parameters for identifying critical roles. Custom questions and parameters can also be identified on the build assessment tab.

- **Data Collection** – The Data Collection Tab provides instructions for two pathways to collect data: either individually be the user of the tool or from others. The tab identifies which positions are assessed and serves as a tracker if data is collected from others.

- **Full Assessment** – The Full Assessment Tab is the assessment that is either used to enter data or be shared with others.

- **Critical Roles Summary** – The Critical Roles Summary Tab provides a brief workforce insights summary of the critical roles assessments, with options to filter by positions and criticality. Additional filters can be identified on the Data Collection tab.

The tool also uses a series of Excel Macros, specific procedures that can automate processes, to increase the tool's functionality and ease of use. Macros must be enabled in order to use these functions. However, the tool is also designed so that it can be used without Marcos if an agency wishes, but would requires some manually steps when completing specific sections. More information on the design on the tool are reviewed in the "Getting Started Tab" section.

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# 3.0 Workforce Planning Data Definitions

To promote alignment, definitions for specific data metrics are outlined in the [Workforce Planning Data Definitions document](#) on the DHRM Website.

The Identifying Critical Roles tool includes data elements defined in both the General Definitions and Identifying Critical Roles Tool sections of the data definitions document.

Please review the data definitions document for specific definitions as needed.

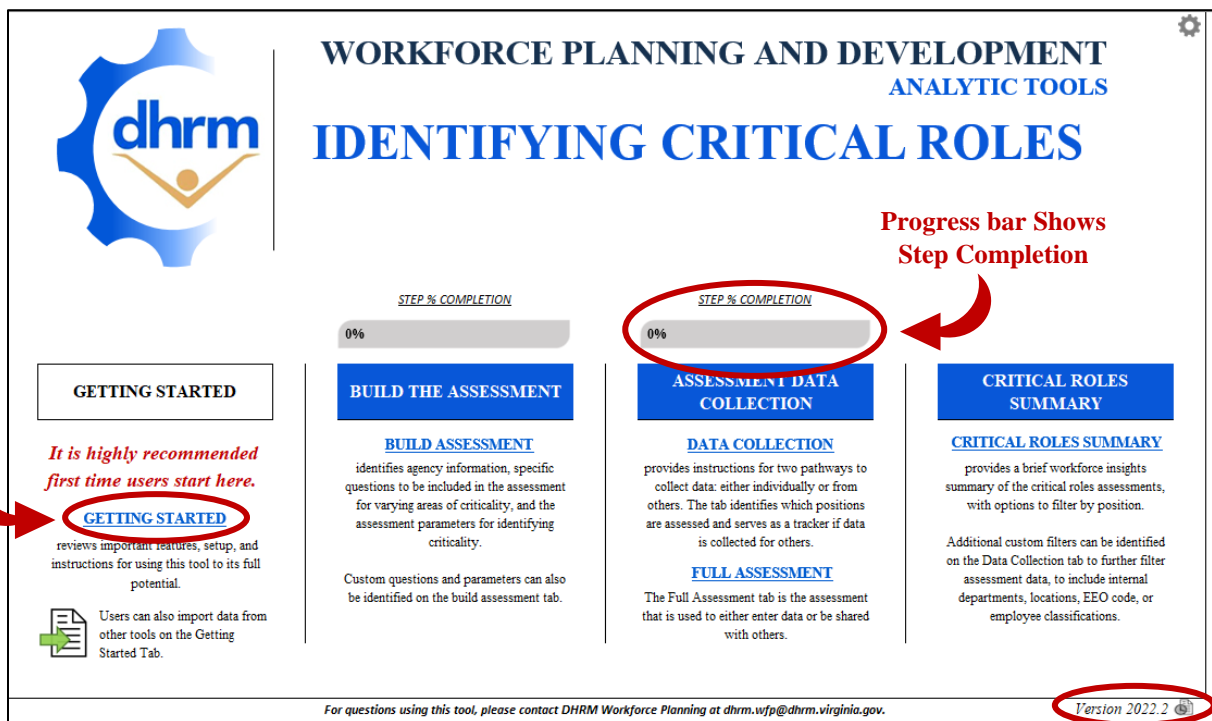Virginia Department of Human Resource Management

# 4.0 Tab Guides

The Identifying Critical Roles tool is divided into several tabs that house similar information. It is recommended for users to progress through the tabs from left to right, beginning with the Home Tab.

## Home Tab

The Home tab is a central place for users to see a description of and navigate to the different tabs, track their progress of each step, and to see what version of the tool is being used. The version number is located in the bottom right corner of the home tab, and is represented by the 📄 icon.

Each of the tab names, highlighted in blue, are hyperlinks to the tabs. Click on any of the names to navigate to the respective tab.

To being using the tool, click on the "Getting Started" Tab name in blue.



## Getting Started Tab

The Getting Started tab reviews important features, overall setup, and some instructions on how to begin using the Identifying Critical Roles tool. Though it is not required to review, **it is highly recommended users spend time to review this information.**

The tab begins with a quick overview and description of the contents.

## Step 1: Review Overall Setup

The Getting Started tab provides a breakdown of the overall setup for the remaining tabs. Each tab follows the general setup of having the step number and title on the left hand side, a set of instructions underneath, and the required data to be entered labeled (either above or to the left).



Cells with a yellow background indicate required information to be entered and cells with a green background are optional. Once all the required information is entered, the step indicator will change from **Incomplete** to **Complete**.

Some steps may include sub steps, indicated by the step number and letters slightly indented from the left.

## Step 2: Review Important Features of This Tool

The Getting Started tab provides a breakdown of the important features of the tool, used to assist with entering and interpreting workforce information. Below are descriptions of the tool's key features.

| | |
|---|---|
|  | **USE OF EXCEL MACROS**<br><br>This tool utilizes a series of Excel macros, which are custom actions used to automate specific tasks. This tool performs best when using Excel 2016 or later. **NOTE: Excel Macros must be enable to use them.** The tool can also be used without the Macros, but will require some manual edits. |

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| | |
|---|---|
| | **EASY FILE NAVIGATION** |
| | Each Excel Worksheet, or tab, houses related information which is compiled together into a single report. Links to each tab are frozen at the top of each tab to easily navigate between them. |
| REQUIRED<br>OPTIONAL<br>NOT REQUIRED | **COLOR CODED DATA ENTRY** |
| | Colors are used to identify what data should be entered and where. Yellow indicates required information. Green indicates optional information, and Gray indicates information is not required. |
| **?** | **BUILT-IN HELP FEATURES** |
| | This tool has a built in help feature. Click on the question mark in the blue circle to open a window with additional information, definitions, and steps to complete. **NOTE: Macros must be enabled. The tool cannot be edited while help windows are open.** |
| **COMPLETE**<br>**INCOMPLETE** | **PROGRESS INDICATORS** |
| | The home tab provides progress indicators for each step of the tool. Each tab also provides progress indicators for each step or sub-step, which show if the step is complete or incomplete. |
| | **DATA IMPORT** |
| | This tool is part of a suite of integrated workforce planning and development tools. Using these tools allows for information to easily be imported from one tool to the next. Data cannot be imported unless using a specific tool, provided by DHRM upon request. **NOTE: MACROS MUST BE ENABLED TO UTILIZE THIS FEATURE.** |
| | **TOOL VERSIONS** |
| | As we continue to enhance this tool, integrate it with other elements of workforce planning and development, or as changes to any mandates or guidance occurs, new versions of this tool may be released. The version number is located on the Home tab in the bottom right corner.<br><br>It is important to be using the most up to date version, which will be noted on the DHRM Workforce Planning Website. As new versions are released, the prior version data can be imported so no progress is lost. |

| INCREASING LEVELS OF ANALYSIS |
|---|

| | INCREASING LEVELS OF ANALYSIS |
|---|---|
| **FOUNDATIONAL**<br><br>**IN-DEPTH**<br><br>**COMPREHENSIVE** | To better assist with navigating the landscape of workforce planning and development, the suite of integrated tools and tools provide indicators for three levels of analysis: foundational, in-depth, and comprehensive. These levels are used to better identify why information is collected and how it can be used throughout the tools and tools.<br><br>All foundational level elements are required and both the in-depth and comprehensive elements are highly encouraged, but optional. |

**(Optional) Step 3: Enable Macros to Utilize Full Functionality**

To ensure Macros are enabled, when first opening the file or anytime the filename changes, you will see a "Security Warning" at the top (shown in the picture below) indicating Macros have been disabled. Click the "Enable Content" button to enable macros for the file.

SECURITY WARNING   Macros have been disabled.   Enable Content
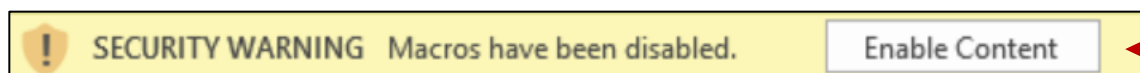
**Click to Enable Macros**

**(Optional) Step 4: Import Data from Other Sources**

For efficiency and integration to other workforce planning and development tools, data from other sources can be imported. Imported data, shown in the table below, will automatically enter the information into the respective cells. Agencies are encouraged to still review the information for accuracy.

| **Data Source** | **Data Imported** |
|---|---|
| Identifying Critical Roles (Prior Version) | All Previously Entered Data |
| Identifying Critical RolesTemplate | Agency Name<br>Agency Mission<br>Strategic Objectives |
| Identifying Critical Roles Tool<br>(Assessment Settings Only)<br>*Used when assessing more than 100 positions* | All Settings (selected questions and parameters)<br>Data Collection Process |
| Identifying Critical Roles Tool<br>(Assessment Data Only)<br>*Used to combine multiple tools together for a complete summary of Agency Critical Roles* | Data Table from Critical Roles Summary Only |

**The example below is how to import data from a prior Identifying Critical Roles tool, however, the process is the same for all data import options.**

To import the data, click on the Import Data Icon 🔳 for the tool the data is imported from (such as a previous version of the Identifying Critical Roles tool).

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CLICK THE ICON TO IMPORT A PRIOR VERSION OF THIS IDENTIFYING CRITICAL ROLES TOOL

This will open the standard "Open File" dialog box. Simply locate and select the previous version Identifying Critical Roles tool and click "Open". (Shown in the picture below).



1. **Select Prior Version Identifying Critical Roles Tool**

**2. Click Open**
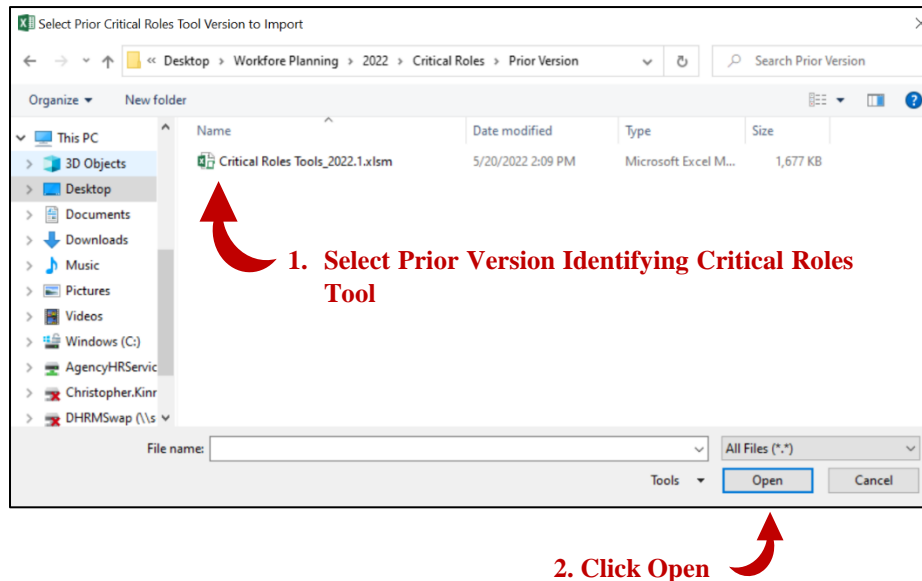
If the data is imported successfully, the tool will indicate the date and time the data was imported (shown in the picture below).



| Last Uploaded Date and Time | Upload Status | |
|---|---|---|
| 4/12/2022 14:55 | Upload Complete | ✔ |

If the data import was unsuccessful, the dialog box (in the picture below) will indicate an error occurred and to contact DHRM Workforce Planning at dhrm.wfp@dhrm.virginia.gov.



Microsoft Excel ✕

An error has occured. Please contact DHRM at dhrm.wfp@dhrm.virginia.gov for assistance.

OK
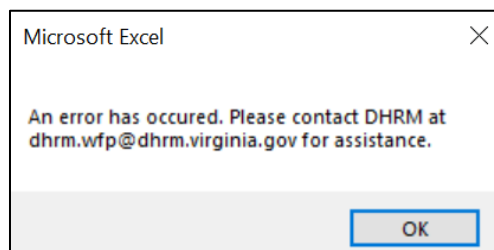
The same process is used to import data from the other sources (Agency Profile, Identifying Critical Roles Assessment Settings Only and Identifying Critical Roles Assessment Data Only).

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# Build Assessment Tab

The Build Assessment tab provides a list of questions to be included in a custom critical roles assessment and the threshold for determining role criticality. The assessment focuses on the areas of vacancy risk, recruitment, knowledge management, learning and development, operational impact, impact to strategic initiatives, impact from the environment, position specific elements, and custom questions.

## Step 1: Enter Agency Information

To complete step one, entering agency information, select the agency name from the drop down menu in the yellow box and enter a brief description of the agency mission (shown in the picture below). To show the dropdown arrow, click in the yellow cell. The secretariat and agency number will be displayed automatically. **If importing data from the Agency Profile, this information should automatically be entered and verified it is accurate.**



## Step 2: Identify Questions to be Included in the Critical Roles Assessment

To complete step two, indicate which questions should be included in the critical roles full assessment by selecting either "yes" or "no" from the drop down for the specific questions. All yellow boxes indicate questions that are required to have a response and the green boxes are those that are optional to include.

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This process is repeated for each required question (noted with the yellow box) of the following steps:

- Step 2(a): Select Vacancy Risk Questions
- Step 2(b): Select Recruitment Questions
- Step 2(c): Select Knowledge Management Questions
- Step 2(d): Select Learning and Development Questions
- Step 2(e): Select Operational Impact Questions
- Step 2(f): Select Strategic Objectives Impact Questions *(see below for optional step instructions)*
- Step 2(g): Select Environment Questions
- Step 2(h): Select Position Specific Questions

**(Optional) Step 2(f-i): Select Specific Strategic Plan Initiatives from Agency Profile**

Positions can be assessed for their impact to specific strategic plan objectives and action items from the Agency Profile. To include the specific objective or action item, select the objective and/or action items and indicate if they should be included by selecting "Yes" or "No" from the dropdown menu.



On the assessment, the question will be phrased as *"What is the degree the agency would experience challenges in achieving the following strategic objectives and action items:"*

*(Optional)* **Step 2(f-ii): Add Strategic Objectives or Action Items if not Using Macros**
**If the strategic objectives and action items were imported from the Agency Profile or if this information is not going to be included, this step can be skipped.**

In the event Macros are not being used and agencies want to include this information in the assessment, first enter the total number of objectives and the number of actions for each objective in the green boxes.

## (Optional) Step 2(f-ii): Add Strategic Objectives or Action Items if not Using Macros

*If chosen not to use Macros or the data import process, please enter the total number of objectives and the total number of action items for each objective below for any items to be included in the assessment. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the objective and action item information in the respective cells above.*

| | |
|---|---|
| Total Objectives | |
| Total Objective 1 Action Items | |
| Total Objective 2 Action Items | |
| Total Objective 3 Action Items | |
| Total Objective 4 Action Items | |
| Total Objective 5 Action Items | |
| Total Objective 6 Action Items | |
| Total Objective 7 Action Items | |
| Total Objective 8 Action Items | |
| Total Objective 9 Action Items | |
| Total Objective 10 Action Items | |
| Total Objective 11 Action Items | |
| Total Objective 12 Action Items | |
| Total Objective 13 Action Items | |
| Total Objective 14 Action Items | |
| Total Objective 15 Action Items | |

**1. Enter the Total Number of Objectives**

## (Optional) Step 2(f-ii): Add Strategic Objectives or Action Items if not Using Macros

*If chosen not to use Macros or the data import process, please enter the total number of objectives and the total number of action items for each objective below for any items to be included in the assessment. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the objective and action item information in the respective cells above.*

| | |
|---|---|
| Total Objectives | 5 |
| Total Objective 1 Action Items | 3 |
| Total Objective 2 Action Items | 2 |
| Total Objective 3 Action Items | 1 |
| Total Objective 4 Action Items | 4 |
| Total Objective 5 Action Items | 5 |
| Total Objective 6 Action Items | |
| Total Objective 7 Action Items | |
| Total Objective 8 Action Items | |
| Total Objective 9 Action Items | |
| Total Objective 10 Action Items | |
| Total Objective 11 Action Items | |
| Total Objective 12 Action Items | |
| Total Objective 13 Action Items | |
| Total Objective 14 Action Items | |
| Total Objective 15 Action Items | |

**2. Enter the Total Number of Action Items for Each Objective**

**NOTE: If there is no objective, the box will be grayed out and can be left empty**

After the numbers are entered, click on the Filter Icon in cell W1 to show the filter menu (top right corner). Ensure there is no check box next to "0" (zero) and then click okay to filter the sheet.

**3. Click the filter Icon to show filter menu**



**4. Verify "0" is unchecked**

**5. Click Ok**

Scroll up on the sheet to see the entry boxes for all objective and action items. Enter the objective and action items and then indicate if they are to be included in the assessment by selecting "yes" or "no" from the dropdown menu. The objective and action item numbers can be changed using this same process. If the objective number decreases, ensure all grayed out cells for the action items are empty, otherwise the data will not filter correctly.

## (Optional) Step 2(i): Add Additional Questions

**If no additional questions are going to be added, this step can be skipped.**

To add additional questions, click the blue "Add Question" button to show the entry boxes (shown in the picture below). Up to 10 additional questions can be added.

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## (Optional) Step 2(i): Add Additional Questions

*INSTRUCTIONS: To add optional additional questions, click on the "Add Question" blue button and enter the question in the respective green box below. After entering the question, identify the type of scale for the question. **More details on each scale can be found in Step 3.** Up to 10 additional questions can be added.*

**1. Click the "Add Question" button again to add up to 10 Questions.**

**Add Question**   **Remove Last Question**

| Question | Scale Type |
|---|---|
| Example Question? | |

**2. Enter the Question in the Green box**

**3. Select Scale Type from Dropdown (see below)**

Scale Type Breakdown:

| Question Type | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|
| | Data Labels | Data Labels | Data Labels | Data Labels | Data Labels | Data Labels |
| Likelihood... | Very Unlikely | Unlikely | Somewhat Unlikely | Somewhat Likely | Likely | Very Likely |
| Degree... | Very Low | Low | Medium-Low | Medium-High | High | Very High |
| Strength... | Very Weak | Weak | Somewhat Weak | Somewhat Strong | Strong | Very Strong |
| Agree/Disagree | Strongly Disagree | Disagree | Somewhat Disagree | Somewhat Agree | Agree | Strongly Agree |
| Yes/No | No | | | | | Yes |
| Other | | | | | | |

Questions can be removed by clicking the blue "Remove Last Question" button. This will remove the last question added.

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## (Optional) Step 2(i): Add Additional Questions

*INSTRUCTIONS: To add optional additional questions, click on the "Add Question" blue button and enter the question in the respective green box below. After entering the question, identify the type of scale for the question. **More details on each scale can be found in Step 3.** Up to 10 additional questions can be added.*

**Add Question**   **Remove Last Question**

**Click to Remove Last Added Question**

| Question | Scale Type |
|---|---|
| Example Question? | |

## (Optional) Step 2(i-i): Add Additional Questions if not using Macros
**If the blue buttons were used to add additional questions or if no additional questions are going to be added, the step can be skipped.**

In the event Macros are not being used and agencies want to include additional questions in the assessment, first enter the total number of questions in the green box.
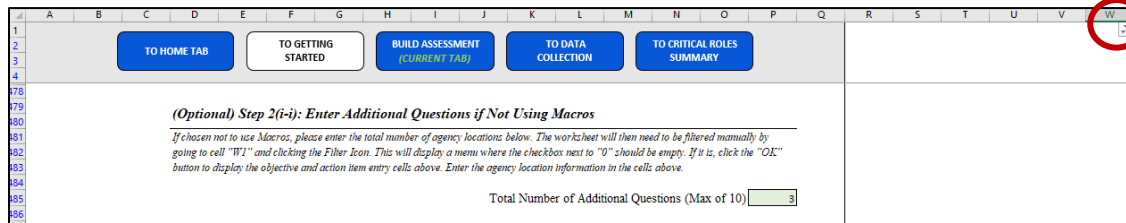
## (Optional) Step 2(i-i): Enter Additional Questions if Not Using Macros

*If chosen not to use Macros, please enter the total number of agency locations below. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the agency location information in the cells above.*
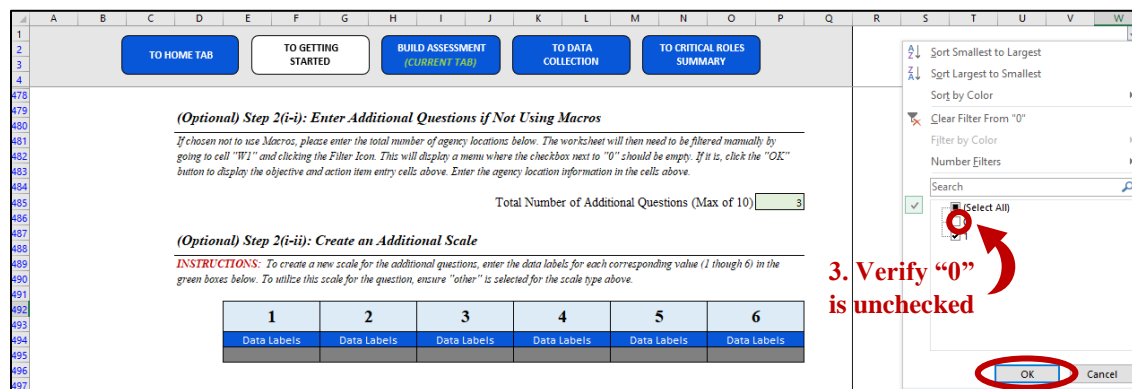
Total Number of Additional Questions (Max of 10)

**1. Enter the Total Number of Questions**

After the number is entered, click on the Filter Icon in cell W1 to show the filter menu (top right corner). Ensure there is no check box next to "0" (zero) and then click okay to filter the sheet.



**2. Click the filter Icon to show filter menu**



**3. Verify "0" is unchecked**

**4. Click Ok**

Scroll up on the sheet to see the entry boxes for the additional questions. Enter the question and select the scale type for each.

## (Optional) Step 2(i-ii): Create an Additional Scale

**If none of additional questions scale types were selected to be "Other", this step can be skipped.**

To create an additional scale for additional questions, first ensure the scale type for the question is "Other". Next, enter the descriptive labels for each level (1-6) of the additional scale in the green boxes below.

## (Optional) Step 2(i-ii): Create an Additional Scale

*INSTRUCTIONS: To create a new scale for the additional questions, enter the data labels for each corresponding value (1 though 6) in the green boxes below. To utilize this scale for the question, ensure "other" is selected for the scale type above.*

| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|
| Data Labels | Data Labels | Data Labels | Data Labels | Data Labels | Data Labels |
| | | | | | |

**1. Enter labels for each scale level**

## (Optional) Step 3: Add Closing Remarks or Additional Instructions

In the event the agency would like to communicate any specific instructions, next steps, or other remarks on the assessment, enter the information in the green box (shown in the picture below). If data is to be collected from others, it is encouraged this section be completed.

### (Optional) Step 3: Add Closing Remarks or Additional Instructions

*INSTRUCTIONS: Additional instructions, next steps, or other remarks can be added at the end of the assessment by entering the information into the yellow box below. It is highly encouraged if the assessment is being shared with others to complete this section.*

This is an example of additional instructions.

**1. Enter remarks in green box.**

## Step 4: Set Assessment Parameters

The assessments generates a score for each area of the assessment by adding the question scores together and an overall assessment score by adding the scores for each area together (shown in the graphic below).

| | Score |
|---|---|
| Vacancy Risk Score | 5 |
| Recruitment Score | 4 |
| Knowledge Management Score | 3 |
| Learning and Development Score | 6 |
| Operational Impact Score | 1 |
| Strategic Objectives Impact Score | 5 |
| Impact from Environment Score | 6 |
| Position Specific Elements Score | 4 |
| Additional Questions Score | 2 |

**Overall Score**

**36**

## Step 4(a): Identify Overall Minimum Score for Critical Roles

To identify if a role is critical or not, agencies are required to enter the minimum score that must be reached for a role to be identified as critical by entering the score into the yellow box (shown below). The potential maximum score based on the questions selected/added is also provided to assist agencies in determining the threshold.

**Step 4(a): Identify Overall Minimum Score for Critical Roles**                     Complete

INSTRUCTIONS: *Please indicate a minimum score for a role to be identified as critical by entering the number in the yellow box below. A calculation of the maximum number based on the selected questions is provided.*

Max score based on the questions selected    18
Total Minimum Score to be identified as Critical Role    12

**1. Enter the Minimum Overall Score**

## (Optional) Step 4(a-i): Identify Criticality by Category

In addition to the minimum overall score, Agencies have the ability to indicate the minimum score for each area. Criticality can be determined in the overall score "**and**" category score are met or if the overall score "**or**" the category score are met.

Only the categories the agency wishes to include in determining criticality need to have the information entered. If not, the boxes can be left blank.

To identify criticality by category, select either "and" or "or" from the dropdown to indicate the relation to the overall score and then enter the minimum score for the category. The potential maximum score based on the questions selected/added is also provided for each category to assist agencies in determining the threshold.

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**(Optional) Step 4(a-i): Identify Criticality by Category**

INSTRUCTIONS: *In addition to the minimum overall score, criticality can also be assessed based on scores for each respective category. To include the category score in the criticality calculation, identify if it is in addition to (and) or alongside (or) the minimum overall score then add the minimum score for the category in the green boxes below. A calculation of the maximum score based on the selected questions is provided for each category.*

Positions are identified as critical if they have an overall score greater than or equal to   12

| | | | | |
|---|---|---|---|---|
| Vacancy Risk Max Score | 6 | And | a score of at least 4 | for Vacancy Risk |
| Recruitment Max Score | 6 | Or | a score of at least 4 | for Recruitment |

**1. Select either Yes or No from the dropdown**

**2. Enter total minimum score for category**

## Step 5: Identify if the Assessment Results (Critical or Not Critical) should Appear on Assessment

To indicate if the assessment results should appear on the assessment, select either "yes" or "no" from the dropdown menu for the yellow box (shown in the picture below).

**Step 5: Identify if the Assessment Result (Critical or Not Critical) Should Appear on Assessment**                     Complete

INSTRUCTIONS: *Please indicate the preference of whether the assessment result, indicating if the position is identified as a critical role based on the parameters identified in the previous step, should appear on the assessment by selecting either "Yes" or "No" in the yellow box below.*

Show the assessment result at the bottom of the assessment?   Yes

**1. Select Yes or No from Dropdown Menu**

## *(Optional)* Step 6: Check Spelling

The tool allows for the spell check feature to be used on this tab, however, Macros must be enable to use this feature. Click the "Spell Check This Tab" purple button, which will launch the Excel spell check function.

*(Optional) Step 6: Check Spelling*

*INSTRUCTIONS: To check the spelling of items on this tab, please click the blue "Spell Check This Tab" button below. Correcting the spelling on this tab will ensure the report is correct as well.*

**Spell Check This Tab**

**1. Click Spell Check This Tab button to launch the Check Spelling function**

## Step 7: Refresh the Assessment

After selecting all questions and thresholds, the assessment will need to be refreshed. To refresh the full assessment, click the blue "Refresh Assessment" button.

**Before**
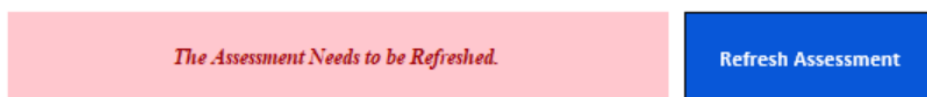
*The Assessment Needs to be Refreshed.*   **Refresh Assessment**

**After**

*The Assessment is Up to Date.*   **Refresh Assessment**

If not using Macros, the assessment list can be refreshed by going to cell "AF1" on the FULL ASSESSMENT TAB and clicking the filter icon. After, ensure the "0" box is unchecked, click Ok.

# Data Collection Tab

The Data Collection tab identifies the process to be used for collecting data (either individually or data from others). If collecting data from others, this tab identifies what positions will be assessed, their working title, who the assessor will be, and assists with tracking which assessments have been created and returned.

If collecting the data individually (the individual using this tool), the tab identifies the steps to begin complete the assessment for positions.

## Step 1: Identify Data Collection Process

Identify the desired data collection process by selecting either "self" or "from others" from the dropdown meu in the yellow box (shown in the picture below).



**Click for Help if needed**

**1. Select Process from Dropdown Menu**

If "From Others" is chosen, additional instructions will be displayed to refresh the report, if needed, and to proceed to step 2.



If "self" is chosen, additional instructions will be displayed to refresh the report, if needed, and to proceed to step 4.



If not using Macros, the assessment list can be refreshed by going to cell "AF1" on the FULL ASSESSMENT TAB and clicking the filter icon. After, ensure the "0" box is unchecked, click Ok.

## Step 2: Add Positions to Be Assessed

Add positions to be assessed by clicking the blue "Add Position" button to add the position number, working title, and assessor name in the yellow boxes (shown in the picture below). Up to 100 positions can be added per critical roles tool.

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❓ *Step 2: Add Positions to Be Assessed*                    Complete

*INSTRUCTIONS: Please add the position number, working title, and assessor name for the positions that will be assessed. Positions can be added by clicking the add position button and entering the information in the yellow boxes. Up to 100 positions can be added per tool file.*

**1. Click the "Add Position" button to add up to 100 positions.**                    Add Position        Remove Last Position

| Position Number | Working Title | Assessor Name | Generated | Imported |
|---|---|---|---|---|
| | | | | |

**2. Enter Position Number**          **3. Enter Working Title**          **4. Enter Assessor Name**

Positions can be removed by clicking the blue "Remove Last Position" button. This will remove the last position added.

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❓ *Step 2: Add Positions to Be Assessed*                    Complete

*INSTRUCTIONS: Please add the position number, working title, and assessor name for the positions that will be assessed. Positions can be added by clicking the add position button and entering the information in the yellow boxes. Up to 100 positions can be added per tool file.*

Add Position        Remove Last Position        **Click to Remove Last Added Position**

| Position Number | Working Title | Assessor Name | Generated | Imported |
|---|---|---|---|---|
| | | | | |

## (Optional) Step 2(a): Enter Positions to Assess if not using Macros

**If the blue buttons were used to add additional positions, this step can be skipped.**

In the event Macros are not being used, first enter the total number of positions being assessed in the green box.

**(Optional) Step 2(a): Enter Positions to Assess if Not Using Macros**

*If chosen not to use Macros, please enter the total number of lines of service below. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the lines of service information in the cells above.*

Total Positions to be Assessed for Criticality (Max of 100)  [        ]          **1. Enter the Total Number of Positions**

After the number is entered, click on the Filter Icon in cell W1 to show the filter menu (top right corner). Ensure there is no check box next to "0" (zero) and then click okay to filter the sheet.

**2. Click the filter Icon to show filter menu**



**3. Verify "0" is unchecked**

**4. Click Ok**

Scroll up on the sheet to see the entry boxes for the additional questions. Enter the question and select the scale type for each.

## (Optional) Step 2(b): Add Additional Filter Criteria by Position for Critical Role Summary

If additional filters would like to be added, such as internal departments, sub-agencies or divisions, lines of service, locations, EEO Code, or Employee Classification from the Agency Profile. To enter the additional filter for a position being assessed, enter the respective filter for the position in the green boxes for the respective column. Filters not being included can be left blank.



**1. Enter Filters in the Respective Columns**

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In the event data was imported using either SecurePass, Cardinal, or the Blank Template in the Agency Profile and the Profile was imported into the Critical Roles tool, the EEO Code and Classification can automatically be populated by clicking the blue "Import EEO Code and Classification Button". *Macros must be enable to use the import feature.*



**COMPREHENSIVE**

(Optional) Step 2(b): Add Additional Filter Criteria by Position for Critical Role Summary

To further filter assessment data based on agency specific information, please enter the internal department, sub-agency/division, line of service, location, EEO Code, and/or Classification for the positions being assessed below.

**Import EEO Code and Classification**

1. Click to import EEO Code and Classification.

| Position Number | Internal Department | Sub-Agency/Division | Line of Service | Location | EEO Code | Classification |
|---|---|---|---|---|---|---|
| 12345 | | | | | | |

## Step 3: Create Assessments to be Shared with Others

After adding positions, assessments can be created to be shared with others. First select the name of the assessor from the drop down menu and enter the date the assessment is being created, then click the Create Assessment(s) button.



Step 3: Create Assessments to be Shared with Others — **Incomplete**

INSTRUCTIONS: If creating the assessments separately, please select either the position number or working title of the positions being assessed. If creating a batch of assessments for a single assessor, select the assessor's name. Enter the assessment date in the respective box below and then click "create assessment" to create a new excel workbook of the assessment with the positions, working title, assessor name, and assessment date entered. The new workbook can be saved normally and then sent to the individual to complete.

To create a batch of assessments for an assessor, select the assessor below.
Select Assessor Name: **Tester**

--and--

Enter Assessment Date: **6/6/2022**

**It is recommended all other Excel Workbooks are closed before creating the assessment(s).**

**Create Assessment(s)**

1. Select Assessor Name

2. Enter Assessment Date

NOTE: The screen will flash when creating each assessment.

3. Click create assessment(s) button.

The Create Assessment(s) button will open a new excel workbook with all the assessments for the assessor on different tabs. The tab names will be changed to the position number of the position being assessed. **Note: It is recommended all other excel workbooks are closed before creating assessments. The screen will flash the same amount of assessments being created.**

The date the assessment is created will automatically be entered into the "generated" column in the position list (shown below).

| Position Number | Working Title | Assessor Name | Generated | Imported |
|---|---|---|---|---|
| 12345 | Test Position | Tester | 6/6/2022 | |

## (Optional) Step 3(a): Create Assessments if not Using Macros

If chosen not to use Macros, go to the Full Assessment Tab and enter the position number, working title, assessor name, and assessment date at the top of the assessment. On the bottom of the screen where each tab is located, RIGHT click on the "full assessment" tab and select "Move or copy". In the "to book" at the top of the dialog box, select "(new book)" from the dropdown and click "create a copy". Click Ok to create a new workbook with the assessment. The workbook can then be saved normally and sent to the individual to complete.

To create a batch of assessments for a single assessor without Macros, simply choose the same workbook as other assessments (instead of "new book") when identifying the workbook to copy the assessment too. This will add another tab within that workbook.

## Step 4: Import Assessments Data and Track Completions from Assessments Shared

When completed assessments are returned the data can be imported directly into the tool by clicking the Import Data Icon and selecting the assessments to import (multiple files can be selected).

To import the data, click on the Import Data Icon 🗐 for the tool the data is imported from (such as a previous version of the Agency Profile).



**Critical Roles Assessment**

CLICK THE ICON TO IMPORT CRITICAL ROLES ASSESSMENTS SHARED WITH OTHERS



1. Select Assessments to be imported.

3. Click Open

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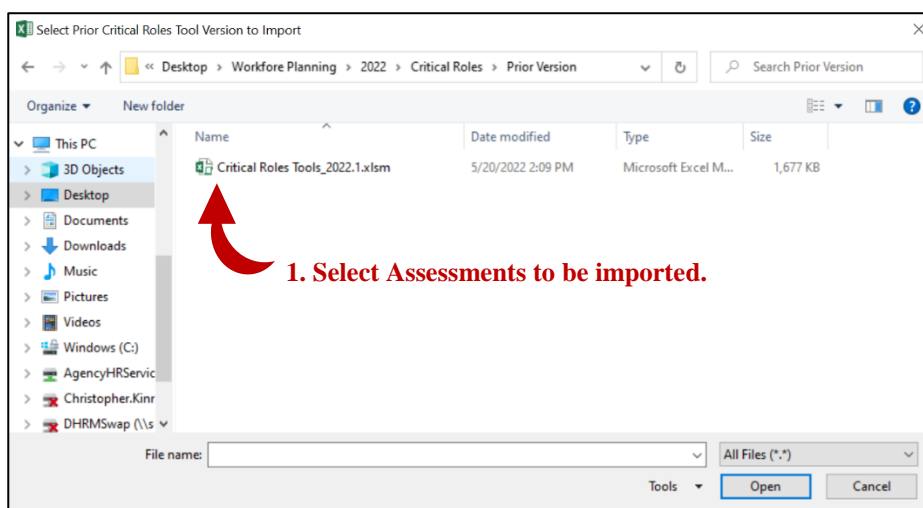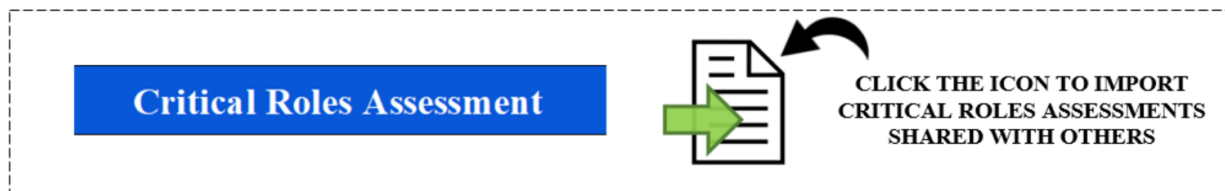
This will automatically add the data to the Critical Roles Summary data table and the date to the position list from Step 2.

| Position Number | Working Title | Assessor Name | Generated | Imported |
|---|---|---|---|---|
| 12345 | Test Position | Tester | 6/6/2022 | 6/6/2022 |

### (Optional) Step 4(a): Enter Assessment Data if Not Using Macros

**If the data import process was used to add data, this step can be skipped.**

If chosen not to use macros, the data from each assessment will need to be copied and pasted into this tool individually. On the assessment, unhide the columns "Q" through "Y" by selecting columns P and Z. RIGHT click and select "unhide" to show the calculation columns. In Column Y, a series of cells are highlight yellow with the position information and scores. Highlight all of the yellow cells (Y7-Y73) and copy the data.

On the "Critical Roles Summary" Tab, at the bottom is a data table, outside of the critical roles summary border. In the next blank row in the table, RIGHT click on the cell on the second column (position number), go to the arrow next to "paste special" and select "paste special…" text at the bottom. Select "Values" and "Transpose" and click okay. This will paste the values from the assessment and show the data horizontally instead of vertically. The data will then show on the Critical Roles Summary.

### Step 5: Collect Data without Sharing the Full Assessment

**If the data was collected from others, this step can be skipped.**

If not sharing the assessment, go to the Full Assessment Tab and enter the position information (title, position number, assessor and date) at the top of the assessment. Complete the assessment for the position.

**1. Enter the Position Information**

Position Title: _____    Assessor: _____
Position Number: _____    Date: _____

After, click the blue "Submit Assessment" button at the bottom to enter the information and clear the assessment.

Submit Assessment

**2. Click top submit assessment.**

**(Optional) Step 5(a): Collect Data without Sharing the Full Assessment if Not Using Macros**

<div align="center">**If the data was collected from others, this step can be skipped.**</div>

If chosen not to use Macros and to collect data without sharing, complete the assessment using the same steps as described in step 5. Instead of clicking the blue "submit assessment" at the end, unhide the columns "Q" through "Y" by selecting columns P and Z. RIGHT click and select "unhide" to show the calculation columns. In Column Y, a series of cells are highlight yellow with the position information and scores. Highlight all of the yellow cells (Y7-Y73) and copy the data.

On the "Critical Roles Summary" Tab, at the bottom is a data table, outside of the critical roles summary border. In the next blank row in the table, RIGHT click on the cell on the second column (position number), go to the arrow next to "paste special" and select "paste special…" text at the bottom. Select "Values" and "Transpose" and click okay. This will paste the values from the assessment and show the data horizontally instead of vertically. The data will then show on the Critical Roles Summary.

On the "Full Assessment" Tab, the columns "Q" through "Y" can be hidden again or left visible, depending on the preference of the user. The data will need to manually be cleared or adjusted for any additional assessments to be completed. Repeat this process for any additional assessments.

# Critical Roles Summary

The Critical Roles Summary provides a brief review of the data submitted using the critical roles assessments, by identifying the percentage of positions assessed that were identified as critical (based on criteria from the Build Assessment Tab) and a breakdown of the number of positions and average score for each area. Data can also be filtered based on the filters entered in the Data Collection tab.

Before reviewing the Critical Roles Summary, the summary will need to be refreshed. To refresh the summary, click the blue "Refresh Summary" button.

<div align="center">**Before**</div>



<div align="center">**After**</div>

If not using Macros, the employee classification list can be refreshed by going to cell "AA1" and clicking the filter icon. After, ensure the "0" box is unchecked, click Ok.

In the event the additional filters were added (department, division, line of service, location, EEO Code, classification), they can be shown by clicking the blue "Show/Hide Additional Filters" button. The button can be clicked again to hide the additional filters.

**(Optional) Step 2: Export the Summary to PDF**
By default, the date of the summary is the current date. However, if the summary should reflect a different date, a new date can be entered in the green box (shown below).



*(Optional) Step 2: Export the Workforce Insights to PDF*

*INSTRUCTIONS: Click the blue button below to Export the Workforce Insights section to a PDF. The report will be exported to reflect today's date by default, but the date that appears on the report may be adjusted using the date box below.*

Enter Date to be reflected on Summary (if different from Today): MM/DD/YY

**1. Enter new date if needed.**

**Export Workforce Insights to PDF**

The summary can be exported as a PDF by clicking the "Export Workforce Insights to PDF" blue button. This will open a dialog box to save the PDF using the standard process to save a file. The report can be viewed by going to the saved location and opening the file.

**(Optional) Step 2(a): Printing the Summary to PDF (without Macros)**
If not using the Macros, the report can be printed as a PDF using the standard Excel print function. Go to the "File" menu, and select print. Ensure the printer is "Microsoft Print to PDF" and click "Print". Choose the save location and click "Save". The report can be viewed by going to the saved location and opening the file.

**(Optional) Step 3: Remove Submitted Assessment Data**
In the event submitted assessment data needs to be removed, go to the row number of the assessment data to be removed (first column of the table) and click on the cell with the correct row number. Right click and go to "Delete" and then "Table Rows". If the assessment data needs to be reentered, complete another assessment.

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# 4.0 Next Steps

The Identifying Critical Roles can be imported directly into other Workforce Planning Tools and Tools (examples below). This will automatically populate certain information into those tools, based on the purpose and design of each tool.



**WORKFORCE PLANNING AND DEVELOPMENT**
CONTINUITY OF OPERATIONS ● RECRUITMENT ● ENGAGEMENT ● RETENTION ● DEVELOPMENT

**AGENCY STRATEGY**

*Currently In Development*

**For Questions or Additional Assistance**

For questions or assistance with the tool, please contact DHRM Workforce Planning at dhrm.wfp@dhrm.virginia.gov.

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